

1 F - Academic & Clinical Relationships

C - Relationships with Academic Institutions

4 - Radcliffe College

28 - Formative Documents

MAY 17 1948

Minutes of the Committee on the Coordinated Nursing Program, November, 1947

A meeting was held in the Deans' Office at 11 a.m. on Thursday, November 20, 1947, to report on the progress of the coordinated program. There were present Miss Sherman, Mrs. Kerby-Miller, Mrs. Hall, Mrs. Murray, Mrs. Elliott, and Miss Sleeper.

Miss Sherman reported on the academic status of the sophomore students. All are in good standing; one had withdrawn from college to take up nursing in her home city.

Miss Sleeper reported on the hospital work thus far. During the freshman year the students spent one afternoon a week at the Massachusetts General Hospital, receiving an orientation that was sociological in nature. First they were given a view of Boston as a community, then a similar view of the hospital. The students were given the opportunity to follow a patient through his admission and treatment at the clinic with the social and racial background in mind; then they studied the patient from his social, medical, and nursing history. No preparation was required, but some reading was done in the library within the weekly period.

The first summer course was successful and left the students enthusiastic about their Massachusetts General Hospital connection. Chemistry and anatomy were taught by a Hood College professor and a member of the Massachusetts General Hospital staff respectively, and fitted well into the time allotted. The students lived in the Nursing Home and made an excellent adjustment to the group. The pattern thus set seemed good enough to perpetuate.

The plan for the fifth course in the sophomore year must be watched carefully, according to Miss Sleeper, from the point of view of time allocation. Two and one-half hours a week may prove less satisfactory than the original schedule of one and one-half hours ^{one} week and three the next, modified this year because of a change in instructors.

Mrs. Elliott reported a greater interest in the program as indicated by the correspondence. The program is always presented at college conferences or Radcliffe Club meetings, and the program booklet has been sent to all guidance directors in the high schools on our mailing list. To date only two specific applications for 1948 have been received, but the prospective candidates often do not appear until the personal interview is held, sometimes late in the year.

Miss Sleeper stated that the Massachusetts General Hospital had circularized all New England high schools and has offered to send someone to speak on the program, but only Pawtucket and Northfield have asked for a speaker. She reported that the New York City and Philadelphia areas are being cultivated now, and requested Mrs. Elliott to send her a list of schools in the Cleveland and Chicago regions. As a matter of interest Miss Sleeper informed the committee that Johns Hopkins was giving up its college graduate program and was moving to a two-year college plan, with the B.S. in nursing at the end of the course. Boston College and Boston University, both with B.S. in Nursing programs, will compete with us for candidates.

Mrs. Kerby-Miller asked if a student could decide at the end of her freshman year to go into the program, especially if she had had Chemistry A. This would

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

CHICAGO, ILL.

TO THE EDITOR

Dear Sir,

I have the honor to acknowledge the receipt of your letter of the 10th inst.

in relation to the matter of the

and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully,
Yours truly,
[Signature]

be possible, answered Miss Sleeper, by giving such girls a unit in addition to the required summer work at the end of the freshman year. If a student had not taken Chemistry A, she would have to take it during her first summer, and then take in her second summer the anatomy and microbiology, thus forfeiting her free summer.

Mrs. Hall raised the question of whether there should be a little different status for graduates of our program, something more than the B.N. Would girls who had thought of medicine be attracted to the nursing program if a different status were possible?

Miss Sleeper replied that this question is being studied by the Carnegie Foundation, and that the first report suggests that a different nomenclature may be worked out for the differently trained groups of nurses.

It was pointed out that the Radcliffe-Massachusetts General Hospital course is the longest one combining college and nursing. Other schools give a B.S. in Nursing, and Yale gives an M.S. in Nursing, but the Massachusetts General Hospital cannot attempt to give degrees. Time will be needed to overcome the handicap of length of the course, and to make plain the fact that concentration in any field is possible to our candidates, who will receive an A.B., not a nursing degree.

Miss Sherman questioned whether the form of the bulletin should be more dramatic, or whether there should be two bulletins, one for publicity, and one for information. She mentioned the comment of one alumna who has criticized Radcliffe's publications as being too intellectual and professional, not designed to attract but merely to inform. It was suggested that the Trustee Committee might consider this question of publicity.

Miss Sleeper reported that the Massachusetts General Hospital has not yet been able to secure a travelling promoter for the program.

The meeting adjourned at 12:30 p.m.

Mildred P. Sherman

be possible, answered Miss Blagov, by giving each state a unit in addition to the regular number sent at the end of the first year. It is a matter that the Board of Directors is now considering and they have to have some money for the money and alcoholism, which is a very serious matter.

Miss Blagov raised the question of whether there should be a little different status for graduates of our program, something more than the B.S. Would this who had shown of merit be attracted to the nursing program in a different status more possible?

Miss Blagov replied that this question is being studied by the University and that the first report suggests that a different recommendation may be worked out for the differently trained groups of nurses.

It was pointed out that the Redcliffe-Hastings General Hospital course in the largest one consisting college and nursing. Other schools give a B.S. in nursing, and Miss Blagov, in nursing, but the Redcliffe-Hastings General Hospital cannot attempt to give a B.S. There will be needed to overcome the handicap of length of the course, and to make plain the fact that concentration in any field is possible to our candidates, who will receive an A.B., not a nursing degree.

Miss Blagov questioned whether the form of the Bulletin should be more academic, or whether there should be no Bulletin, one for publishing, and one for information. She mentioned the content of the Bulletin and the fact that Redcliffe-Hastings publications are being for professional and professional, not laymen. It was suggested that the Bulletin should be published monthly to inform. It was suggested that the Bulletin should be published monthly to inform. It was suggested that the Bulletin should be published monthly to inform.

Miss Blagov reported that the Redcliffe-Hastings General Hospital has not yet been able to secure a traveling program for the program.

The meeting adjourned at 12:30 P.M.

Witnessed by: Blagov

Meeting of the Joint Administration and Trustee Committee on the Coordinated Program - June 7, 1948

At 11 a.m. on Monday, June 7, a meeting was held in the Dean's Office at Radcliffe College of the joint administrative and trustee committees of Radcliffe and the Massachusetts General Hospital School of Nursing on the Coordinated program. There were present Dr. Mixter, Miss Sleeper, Miss Perkins, and Miss Stewart for the hospital and Miss Sherman, Mrs. Kerby-Miller, Mrs. Elliott, Mrs. Hall, Mrs. Murray, and Mrs. Smith for Radcliffe.

The original draft of the organizational set-up was read first, to refresh memories, and was followed by the reading of the minutes of the administrative committee meeting at Radcliffe on November 20, 1947. Dr. Mixter reported that Dr. Leland McKittrick and Dr. Chester Jones had been added to the advisory committee for the School of Nursing.

Miss Sherman reported on the status of the candidates thus far enrolled in the program, all having made satisfactory records. The value of the special interest which these girls have and their need to budget their time better than the average student was pointed out by Mrs. Kerby-Miller. A similarly satisfactory report on the hospital work was made by Miss Perkins.

Miss Sleeper reported the scholarship awards made for the coming year to the various candidates as follows:

- Junior: Dorothy Hodge, \$300.00
- Sophomore: Ann Harrer, \$150.00 for summer with probable future award for 1948-49
- Freshmen: Judith Grese \$200.00
- Theresa Guernsey \$200.00
- Ann Long \$200.00
- Elizabeth McKinster \$200.00 (probably)

No application had yet been received from Sarah Davis, Sophomore, but an award may be made to her if she asks for it.

Mrs. Elliott gave a report on the admissions for 1948-49. The number of applications was the smallest yet received, with six from Massachusetts, two from Connecticut, one from New York, and one from Pennsylvania. This is a far too limited geographical area. From these ten applicants six were admitted, a higher percentage than those admitted from our total application. The records of the students accepted are the best of any group thus far; three valedictorians, and the other three rank very high in their high school class. Mrs. Elliott also revealed the concern of parents over the length, cost, and difficulty of the course. Many inquires come to the admissions office from all over the country, and are answered by a special letter, but there are few follow-ups.

Miss Sleeper indicated the serious problem of entree into the schools to talk to the students about the program. Since November there have been three or four more invitations to speak, but the competition from other schools of nursing which wish to present their offering limits our opportunity.

A brief discussion of the value of the training followed. Miss Sleeper noted that the Carnegie report is now done, and gives emphasis to the need for better prepared young women in nursing. The report suggests that the practical nurse be up-graded somewhat, the regular R.N. lowered a bit, and college graduates used for professional nurses, as administrators plus some skilled practitioners. This kind of leadership is badly needed at the Massachusetts General

Hospital, so that six candidates a year in the coordinated program is not enough.

Dr. Mixer asked whether the fields of concentration at Badcliffe could be changed to prepare better for administrative positions, and was answered by Mrs. Kerby-Miller, who said that no department at the college has courses called administration as such. Some political administration will be found in government, some psychological administration in social relations; and biology will also be a practical field. She defended the choice of English made by several of the candidates as showing imagination, sensitivity, etc. Miss Sleeper reminded the group of the early attempts to find courses at the college that might replace some at the Massachusetts General Hospital and vice versa, and the impossibility of working this out. According to Mrs. Kerby-Miller the freedom of the present system is really our strength, as well as our possible weakness, and is very attractive to the girls in the program.

The question of scholarships was then discussed. Miss Sherman asked whether we might not consider offering a really substantial scholarship for the coordinated program, similar to the departmental scholarships offered annually to entering freshmen. This would be good publicity and might increase the number of applications, as will the increasingly helpful publicity given by the successful students now proceeding with the program. Mrs. Kerby-Miller expressed her feeling that the matter of scholarships is most significant, and asked whether the Massachusetts General Hospital had set aside a special amount. According to Miss Sleeper, \$2500 has been allocated for each of the first three years, with less for the fourth, but that that amount has not yet been fully awarded.

Mrs. Elliott urged the committee to publicize for this program some scholarship for freshmen of a specific size. After discussion it was agreed that it would be desirable to offer one scholarship of \$500 and two of \$300 to entering freshmen, and this suggestion will be followed up by the administrative committee.

Mrs. Elliott also suggested that a neutral person write to other private institutions to ask what scholarships are available in nursing to entering freshmen.

Miss Sherman again raised the question of publicity and the possible desirability of a livelier, more pictorial, and of course more expensive booklet or flyer to supplement the present booklet. Miss Sleeper said that Johns Hopkins had spent a great deal on this kind of publicity without results, and that we perhaps do just as well with our more modest informational pamphlet. Some additional pictorial material which could be handed out at club and school meetings was urged by Mrs. Elliott, who felt that such gatherings offer the best opportunity for extra publicity. Next year the members of the Admissions Committee will spend fifteen weeks in travelling over a very wide area of the United States, and much can be done for the program at this time. It was agreed that some new material should be produced for use next year.

Miss Sleeper said that she had hoped to have a visit at the hospital from the trustee committee to see what nursing can do, and her suggestion that a demonstration might be arranged for early October was warmly received. In any case this joint administrative committee will meet next at the hospital.

Dr. Mixer closed the meeting with his comment that since nursing education is at the moment in a state of flux we must keep very closely in touch with each other. We are trying, he said, to keep ahead of the trends, for we don't really know what nursing education is going to be. This coordinated program may be able to make a great contribution in this field if those responsible for it remain alert.

The meeting adjourned at 12:30.

Respectfully submitted,

Mildred P. Sherman
Dean of the College

Dr. Miller closed the meeting with his prayer that some number of students
in the course in a week of four we may have very early in the morning of the week
after. He was trying, he said, to keep ahead of the week. But he didn't really
know what meeting situation is going to be. This question of progress may be able
to make a great contribution in this field if some person could let it remain clear.

The meeting continued at 12:30.

Respectfully submitted,

William F. Miller
Dean of the College

AGREEMENT FOR A COORDINATED PROGRAM LEADING TO A RADCLIFFE
COLLEGE DEGREE AND A MASSACHUSETTS GENERAL HOSPITAL SCHOOL OF NURSING
DIPLOMA

GENERAL STATEMENT Beginning September 1946 Radcliffe College and the Massachusetts General Hospital School of Nursing will cooperate in a coordinated program for the education of a limited number of carefully selected young women who expect to make nursing their profession. This program will be five and one half years in length. The students will carry full work at Radcliffe College for the first year and in addition will spend three hours a week at the Massachusetts General Hospital. During the first summer, there will be an eight week's summer session at the School of Nursing. At the end of three and one half years, Radcliffe College will grant the bachelor's degree. Students will then spend two full years in the School of Nursing, at the end of which time the Massachusetts General Hospital School will grant the diploma in nursing.

It is understood that all applicants to the program and all enrolled students shall meet the requirements of both participating institutions.

CONTROL AND ADMINISTRATION The administrative control of the coordinated program shall be equally the responsibility of the Council of Radcliffe College and the Board of Trustees of the Massachusetts General Hospital. There shall be a Joint Committee composed of three members of the Radcliffe Trustees and the President of Radcliffe College and three members of the Board of Trustees of the MGH and the Director of the Hospital.

The function of this Committee shall be (1) to visit the College and School of Nursing (2) to consider problems of policy and to refer to the controlling Boards (Council of Radcliffe College and Trustees of MGH) matters requiring Board action (3) to make annual reports to the Boards including recommendations for continuing development of a coordinated program.

There shall be an Administrative Committee (responsible to the Joint Committee) composed of three representatives of Radcliffe College, appointed by the President, and three representatives of the School of Nursing appointed by the Director of the Hospital. The function of this Committee shall be (1) to set up the program for approval by the College Council and Hospital Board of Trustees (2) to maintain a continuing plan for the study of the program (3) to carry on general administrative details which require coordinated action (4) to act as a joint admission and scholarship committee.

FEES Students shall pay all regular college fees as stated in the Radcliffe catalogue. Fees for instruction and maintenance in the Nursing School shall be as stated in the School of Nursing catalogue.

SCHOLARSHIPS All students will be eligible for scholarships at Radcliffe College on precisely the same terms as other Radcliffe students. Students not receiving scholarships from Radcliffe and in need of financial aid may receive scholarships and loans from the Massachusetts General Hospital. A loan fund shall be established by the MGH for students who need financial aid beyond that offered in scholarships.

A cooperative program conducted jointly by Radcliffe and the Massachusetts General Hospital

b. Financial support

Sources of income

Student tuition

Non-degree programs in nursing rarely above \$300.00 for the entire three years.

Differential between student payments and total cost

Student in clinical years should not be required to earn more than maintenance. Any service beyond this point should be incidental to learning and not assigned because of nursing service needs alone.

Possible sources of funds

Right Hospital underwrite certain costs because the institute would furnish a source of supply of graduate nurses for the Hospital?

c. Admission requirements

Must be set for a diploma program

d. College credit

Radcliffe College

No credit to be expected for the first year or the total program
Colleges which grant degree credit for "professional" programs in nursing

Credit to be expected on the basis of the total program similar to that now granted to Massachusetts General Hospital graduates.

No transfer credit to be expected from Radcliffe College

2. Practical problems for discussion

a. Will recruitment for the Institute compete with or confuse the

recruitment for the Coordinated Program? Or will a recruitment plan for one program strengthen the other?

- b. Will young women wish to give an academic year of study to a program for which there will be no academic credit? Will they prefer to attend a school which requires a year and a half more and grants a degree?
- c. Will an institute plan allow sufficient opportunity for progression from semi-professional to professional levels to attract applicants of good quality?
- d. Will families consider the costs too high for a diploma program?

Tuition \$300.00

Uniforms 100.00

Fees and

books 100.00 +

Maintenance during two semesters

For non-residents

Establishing The Radcliffe -
M. & H. program
10/75/48

Objectives of the present study:

1. Develop a sound educational program which will attract a sufficient number of able young women interested in professional nursing to produce a reasonably large and continuing supply of nurses capable of occupying positions of leadership at the Massachusetts General Hospital and elsewhere.
2. Develop a sound educational program which will attract a sufficient number of properly qualified young women to produce an adequate and continuing supply of bedside nurses for the care of the patients at the Massachusetts General Hospital and elsewhere.

Procedure:

1. Study ways and means to accelerate recruitment for the Coordinated Program with Radcliffe College.
2. Study ways and means to improve the Coordinated Program, especially with relation to integration of professional aspects of the program.
3. Seek a method whereby the diploma program may be strengthened educationally, either (a) by securing cooperation of an educational institution in the operation of the program, or (b) by transferring the direction of the School to an educational institution.

First considerations:

Diploma program

1. Institute plan with Radcliffe College

Items for discussion

- a. Organization and control

An institute conducted by Radcliffe using clinical and other facilities of the Massachusetts General Hospital.

Continued The Kabbala
11/6/44
10/7/48

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Procedure:

1. Study ways and means to accelerate recruitment for the coordinated program with Radcliffe College.
2. Study ways and means to improve the coordinated program, especially with relation to integration of professional aspects of the program.
3. Carry out study through the diploma program and be structured accordingly, either (a) by severing cooperation of an educational institution in the operation of the program, or (b) by transferring the direction of the diploma to an educational institution.

First consideration:

Diploma program

1. Institute plan with Radcliffe College
Items for discussion
a. Organization and control
An institute conducted by Radcliffe with allied and other facilities of the Massachusetts General Hospital

SCHOLARSHIPS All students will be eligible for scholarships at Radcliffe College on precisely the same terms as other Radcliffe students. Students in need of financial aid may also receive scholarships and loans from the Massachusetts General Hospital. The Board of Trustees of the Hospital will offer scholarships as follows:

First year students	1 at 1000.00)	=	
	3 at 500.00)	=	2,500.00
Second year students	1 at 1000.00)	=	
	3 at 500.00)	=	2,500.00
Third year students	1 at 1000.00)	=	
	4 at 500.00)	=	3,000.00
Fourth year students			
First term	1 at 500.00)	=	
	5 at 250.00)	=	1,750.00
Second term	3 at 100.00	=	300.00
Fifth year students	3 at 100.00	=	300.00
			\$10,350.00 Annually

A loan fund shall be established by the Massachusetts General Hospital for students who need financial aid beyond that offered in scholarships.

RS:BF
10/17/15

PROPOSAL FOR FOUNDATION OF THE RADCLIFFE COLLEGE INSTITUTE OF NURSING

I. Corporate structure.

A new corporation called The Radcliffe College Institute of Nursing (or possibly simply The Institute of Nursing) would be created.

A. Trustees would be jointly selected from the boards of the Massachusetts General Hospital and Radcliffe College.

B. The Institute would have to secure a charter from the Commonwealth empowering it to grant the A.B. or B.S. degree, and the R.N. certificate.

C. It would be administered by:

1. The President, ex officio (the President of Radcliffe College).
2. The Dean, ex officio (the Director of the Massachusetts General Hospital School of Nursing).
3. The Director, the administrative head.
4. The Faculty, to be appointed by the President and Council of Radcliffe College.

II. Curriculum.

A curriculum seeking to incorporate the ideal merging of liberality of education with the highest quality of nursing education would be developed. At least a year would be required to think through this problem and the whole exploration should be abandoned if a distinguished and experimental curriculum cannot be constituted. The attempt should be made to think through the whole problem of nursing education de novo. While the whole frame and content of the curriculum should for some time be quite undefined, the following general proposals may be considered:

A. It is expected that certain courses in the present Radcliffe curriculum could be taken by members of the Institute.

B. An effort would be made to enlist the support of selected members of the Harvard Medical Faculty who should in every instance be on joint appointment with the Institute.

C. Appointments from the present Faculty of the Massachusetts General Hospital would be made.

D. New appointments.

Academic instruction would presumably be offered in Radcliffe's building; Byerly Hall would be made fully available for all courses in the laboratory sciences.

Clinical and professional instruction would be offered at the Massachusetts General Hospital.

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I. Corporate structure.

A new corporation called The Radcliffe College Institute of Nursing (or possibly simply The Institute of Nursing) would be created.

A. Trustees would be jointly selected from the boards of the Massachusetts General Hospital and Radcliffe College.

B. The Institute would have to secure a charter from the Commonwealth empowering it to grant the A.B. or B.S. degree, and the R.N. certificate.

C. It would be administered by:

1. The President, ex officio (the President of Radcliffe College).

2. The Dean, ex officio (the Director of the Massachusetts General Hospital School of Nursing).

3. The Director, the administrative head.

4. The Faculty, to be appointed by the President and Council of Radcliffe College.

II. Curriculum.

A curriculum seeking to incorporate the ideal of liberal education with the highest quality of nursing education would be developed. At least a year would be required to think through this problem and the whole education should be abandoned if a distinguished and experimental curriculum cannot be constructed. The strategy should be made to think through the whole problem of nursing education de novo. While the whole frame and content of the curriculum should for some time be quite undefined, the following general proposals may be considered:

A. It is expected that certain courses in the present Radcliffe curriculum could be taken by members of the Institute.

B. An effort would be made to enlist the support of selected members of the Harvard Medical Faculty who should in every instance be on joint appointment with the Institute.

C. Appointments from the present faculty of the Massachusetts General Hospital would be made.

D. New appointments.

Academic instruction would presumably be offered in Radcliffe's building; partly full time would be made fully available for all courses in the laboratory sciences.

Clinical and professional instruction would be offered at the Massachusetts General Hospital.

III. Structure of the Institute.

- A. Separate admissions officers and admissions standards would presumably be required, though the admissions officers of Radcliffe College and of the Massachusetts General Hospital would have direct responsibility for assisting in recruiting.
- B. Student members of the Institute would be housed by the Massachusetts General Hospital, but would be supervised by the staff of the Institute.
- C. It appears initially that a student body of 200-300 would be the most efficient and economical unit, possibly composed as follows:

Freshmen	80
Sophomores	70
Juniors	60
Seniors	50
	<u>260</u>

IV. Research.

Such an institute could retain vitality only if it sponsored and financed active and serious research and publication in the fields of:

- A. Nursing education.
- B. The problems and techniques of the profession.

V. Resources.

Assuming a student body of 200-250, the following resources are indicated:

Expenditures

- A. President (No salary laid against the budget)
- B. Dean (No salary laid against the budget)
- C. Director: administrative head; in effect
Dean of Students\$5,000 - \$6,000
- D. Secretary of Admissions
(should be a R.N., with special
qualifications)\$3,000
- E. Two secretaries\$4,000
- F. Payment to Radcliffe College for
out-of-pocket expenses for the maintenance
and equipping of Byerly Hall (assuming that
all laboratory sciences were taught there
and that the administrative officers were
housed there)\$6,000 - 8,000

[Housing at Massachusetts General Hospital,
presumably on a break-even basis]

III. Structure of the Institute.

- A. Separate admissions officers and admission standards would presumably be required, though the admission officers of Wellesley College and of the Massachusetts General Hospital would have direct responsibility for assisting in recruiting.
- B. Student members of the Institute would be housed by the Massachusetts General Hospital, but would be supervised by the staff of the Institute.
- C. It appears initially that a student body of 200-300 would be the most efficient and economical unit, possibly composed as follows:

President	80
Deputy President	70
Junior	60
Senior	90
Total	280

IV. Research.

Such an institute could retain vitality only if it sponsored and financed active and serious research and publication in the fields of:

- A. Nursing education.
- B. The problems and techniques of the profession.

V. Resources.

Assuming a student body of 200-300, the following resources are indicated:

Expenditures

- A. President
- B. Dean
- C. Director, administrative head; in effect
Head of Students \$5,000 - \$6,000
- D. Secretary of Admissions
(should be a N.Y. with special qualifications) \$2,000
- E. Two secretaries \$1,000
- F. Payment to Wellesley College for
out-of-pocket expenses for the maintenance
and equipping of Rye Hall (assuming that
all laboratory sciences were taught there
and that the administrative officers were
housed there) \$6,000 - \$8,000

[Housing at Massachusetts General Hospital,
presumably on a break-even basis]

G. Faculty.

1. Assuming that four of the courses in the curriculum could be taken as regular courses at Radcliffe College (seventy-five student tuitions per annum).....	\$45,000
2. Massachusetts General Hospital, for services rendered in the clinical and professional courses, amounting to, say, one-half of the total educational time for 250 students and not offset by services performed by students for the Hospital	\$30,000 (?)
3. Institute's own faculty [an assumption of two full-time members and four half-time members, at an assumed average of associate professorial rank]	\$25,000
H. Scholarships	\$30,000
I. Research and publication	\$20,000
J. Overhead	\$10,000 per annum
Total	<u>\$178,000</u>

Income

A. Tuition income, at \$400 per annum	\$100,000
B. Endowment or annual income	\$100,000
[requiring roughly \$2,250,000 of endowment]	<u> </u>
Total	\$200,000

